



The School District of Flagler County, Florida
1769 East Moody Blvd. Bldg. 2 • Bunnell • Florida 32110

Superintendent Performance Accountability System

Superintendent's Name Cathy Mittelstadt Date 03/31/2023
Assessor's Name Will Furry School Year 2022/2023

Accountability Ratings

The Superintendent shall be rated on each item using the following scale – ratings must be based on demonstrated evidence or lack of evidence. A portfolio shall accompany this assessment of performance.

- 5 – Outstanding Has exceeded expected outcomes for goal attainment or mastery of performance objective.
- 4 – Meets Expectation Has demonstrated goal attainment and /or a high level of performance for designated performance objective.
- 3 – Acceptable/Satisfactory Has demonstrated progress toward goal attainment or an acceptable level of performance for required performance objective.
- 2 – Improvement Expected Progress on goal attainment or demonstration of an acceptable level of performance for required performance objectives is not up to School Board standards.
- 1 - Unsatisfactory No evidence of goal progress or progress towards an acceptable performance of School Board standards.



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Superintendent / Short and long term goals	Work with the Board, District personnel, parents and the public to develop short and long-range goals with clear criteria for determining effective achievement and evaluating outcomes. (2.3.2 of contract)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Success Metrics. Other evidence considered:
Rating	<p>The Assessor's Rating of the accomplishment of this goal based on information provided.</p> <p align="center"> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> </p>
Comments	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>Goal setting efforts appear to be satisfactory with the Board and District staff . I have not witnessed efforts in setting goals with parents or the general public. Recently stakeholders in the community have been very vocal about concerns with the academic outcomes from Flagler Schools.</p> <p>EPAC the ESE Advisory committee has given praise to the Superintendent for delivering on promises made.</p> <p>"Ms. Mittelstadt has assembled the most proactive team of ESE administrators that Flagler Schools has ever seen. ESE Director, Dr. Kimberli Halliday, and Assistant Superintendent, LaShakia Moore, have made dramatic improvements to staff training, educational gains for students with disabilities, communicating with all ESE stakeholders"</p> <p>Stephen T. Furnari, Chairperson</p>



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Superintendent / Representing the Board	In day-to-day contact with parents, citizens, the community and other governmental agencies, superintendent represents the interests of the Board. (2.3.3 Contract)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Self-Appraisal Memo. Other evidence considered:
Rating	<p>The Assessor's Rating of the accomplishment of this goal based on information provided.</p> <p align="center"> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> </p>
Comments	<p>The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.</p> <p>I have been getting many complaints from parents that outward communication from the district needs improvement. Parents are unsatisfied with the district's handling of behavioral issues when it comes to their children being victimized. I have heard from other government agencies and community stakeholders that the working relation with Flagler Schools is strained. I am not aware of any PR initiatives by Flagler Schools to reach out to the community at large other than the recent ½ Penny Sales Tax push last year.</p>



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Superintendent / Leadership		Providing leadership, guidelines and directions to ensure implementation of the Board's policies relating to facilities, curriculum, instruction, student services,, personnel, budget and business affairs. (2.3.4 – Contract)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in Board Docs under the Superintendent agenda items for workshops and Board meetings. Other evidence considered:	
Rating	The Assessor's Rating of the accomplishment of this goal based on information provided. 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input checked="" type="checkbox"/> 1 <input type="checkbox"/>	
Comments	The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below. Since being elected I have had a cordial relationship with the Superintendent. Her cabinet appears to support and follow her leadership, but I am unable to get the pulse of the district personnel. Community Stakeholders have been very vocal about the lack of confidence they have in the superintendent's leadership and academic results. I have had mixed reviews from various staff members at our individual schools and they were critical of the lack of time the Superintendent spent at the schools. There is also a fear of retaliation from the district amongst some surveyed that if they speak up their job could be in jeopardy. Staff and student safety has also been a concern especially with children that have behavioral issues. There has been high turnover amongst our instructional staff and after repeated requests for an analysis as to why I have received no reasonable explanation from the Superintendent or the HR Dept. Therefore I must conclude that this is due to leadership and likely an unfavorable working environment. I see the Superintendent as an Ivory Tower leader lacking an extroverted personality that is needed to build meaningful relationships with the community. I will give praise to her efforts in the ½ penny sales tax push , but witnessing her engagement with this revealed she was outside her comfort zone. There are no guidelines in place to show staff the necessary achievements and milestones needed to qualify for leadership positions. This has caused great hardship in Flagler Schools in many ways including leadership reassignments and legal actions against us. I do not feel that the board is kept informed outside of our regular meetings and often find things out on social media or local reporting before we hear from the district.	



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Superintendent / Reporting		Reporting information and analyses regularly to the Board regarding student achievement and test scores. (2.3.5 – Contract)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in Board Docs where the Superintendent reported out to the Board as well as in the Superintendent’s Self-Appraisal memo. Other evidence considered:	
Rating	The Assessor’s Rating of the accomplishment of this goal based on information provided. 5 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/>	
Comments	The Assessor’s Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.	



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Superintendent / Policies	Review of all policies to be adopted by the Board and makes appropriate recommendations to the Board for the enactment, revisions, additions, deletions and modifications to such policies as provided by law. (2.3.6 - Contract)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent's Self-Appraisal Memo. Other evidence considered:
Rating	The Assessor's Rating of the accomplishment of this goal based on information provided. 5 <input type="checkbox"/> 4 <input checked="" type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/>
Comments	The Assessor's Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.



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Superintendent / Planning and Financing	Providing leadership and direction in planning and financing for the maintenance of existing schools and to meet the growth needs of Flagler County with new schools. (2.3.8 and 2.3.9 – Contract)
Evidence	The Superintendent has provided documents to support this area. Documents can be found in the Superintendent’s Self-Appraisal Memo. Other evidence considered:
Rating	The Assessor’s Rating of the accomplishment of this goal based on information provided. 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/>
Comments	The Assessor’s Comments regarding the rating of this goal. Comments are required for a rating of 2 or below.



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- A. Builds a favorable public image of the district and superintendency.
 - B. Maintains visibility at school sites and throughout the school district.
 - C. Maintains visibility in the business community.
 - D. Skilled in conflict resolution, consensus, and compromise-building while maintaining a professional demeanor and the self-esteem of others.
- (2.3.11 – Contract)

Rating	<p>The Assessor's Rating of Impact/Rapport Building.</p> <p>5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/></p>
Comments	<p>The Assessor's Comments regarding the rating of Impact/Rapport Building. Comments are required for a rating of 2 or below.</p> <p>I have had many of the staff tell me that the Superintendent does not visit school sites enough.</p> <p>The business community has collectively been very outspoken of their disapproval of the Superintendent.</p>



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INTEGRITY	
<p>A. Models consistent ethical, personal, and professional conduct. B. Develops high levels of openness and trust with Board members, staff, and the community. C. Considers needs of students foremost when making recommendations to the Board. D. Maintains consistency in interaction with staff, Board members, and community. (2.3.13 – Contract)</p>	
Rating	<p>The Assessor's Rating of Integrity.</p> <p>5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/></p>
Comments	<p>The Assessor's Comments regarding the rating of Integrity. Comments are required for a rating of 2 or below.</p> <p>I Have a problem with (B). It is not a matter of trust but openness seems to be a challenge. In my communications with the Superintendent her responses seem guarded and calculated.</p>



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WORK STANDARDS

- A. Insists on effective performance from associates and subordinates
 - B. Selects personnel who possess integrity and qualifications for key management positions.
 - C. Relates all activities and decisions to the mission of the district.
 - D. Establishes course of action which results in higher performance of students.
 - E. Orders priorities and insists upon quality control and cost effectiveness.
- (2.3.7 – Contract)

Rating	<p>The Assessor's Rating of Work Standards.</p> <p>5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/></p>
Comments	<p>The Assessor's Comments regarding the rating of Work Standards. Comments are required for a rating of 2 or below.</p> <p>I have an issue with (B) . While I have no complaints about our personnel at the moment or their integrity the Superintendent has had past challenges with key management position choices that were later reassigned which caused disruption and distraction within Flagler Schools and the community. There is also looming legal action as a result of the Superintendents decisions.</p>



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Summary

General Overview and Comments

This evaluation comes at a unique time as it lines up with the renewal of the Superintendent's Contract. While this evaluation may lead to the decision of whether to renew or extend the contract we all must remember that these are two separate efforts. This evaluation would have taken place irregardless of the contract renewal and it is intended to help the Board achieve a new baseline to help guide the Superintendent in the new fiscal year. There are many other factors to evaluate when renewing a contract that are not within the scope of this evaluation. My evaluation is based on the data available to me today.

Superintendent Mittelstadt seems dedicated to her position and has a kind and professional demeanor. I see that her strengths are in establishing processes and systems. Her leadership style is more positional than persuasive. Based on my one on one interview I do have concerns with her ability to navigate the future of education in Florida after the passing of HB1. Flagler Schools needs a visionary leader who will embrace the future of school choice and be ready to compete in the new education marketplace that is ahead of us. The status quo will no longer do. I am extremely concerned with the handling of our exceptional students with behavioral issues and the enforcement of disciplinary policy across the school district. Our reading proficiency percentages are alarming.
